STRATEGIC PLAN 2017 – 2020

ACTION PLAN FOR TRANSPARENCY AND ACCOUNTABILITY

Transparency International Pakistan is one of the national chapters of the TI movement, the leading global coalition against corruption. The TI chapter in Pakistan officially started in 2002 with an office in Karachi. For last one decade, TI Pakistan has established itself as one of the most credible anti-corruption organizations in Pakistan and has worked with many local and international organizations to fight corruption.

TABLE OF CONTENTS

List of Acronyms

AFH	Anti-Fraud Hotline
AJK	Azad Jammu & Kashmir
ALAC	Advocacy and Legal Advice Centre
CBO	Community Based Organization
CSO	Civil Society Organization
ED	Executive Director
RTI	Right to Information
FTO	Federal Tax Ombudsman
HA	Humanitarian Agencies
ICT	Information and Communication Technology
LDA	Lahore Development Authority
MOU	Memorandum of Understanding
NAB	National Accountability Bureau
NACS	National Anti-Corruption Strategy
NADRA	National Database and Registration Authority
NCPS	National Corruption Perception Survey
NGO	Non-Governmental Organization
NICL	National Insurance Company Limited
OGDCL	Oil and Gas Development Company Limited
PCP	Printing Corporation of Pakistan
PGBF	Pakistan German Business Forum
RFP	Request for Proposal
SIDA	Sindh Irrigation and Drainage Authority
SRB	Sindh Revenue Board
SSGC	Sui Southern Gas Company Limited
TCP	Trade Corporation of Pakistan
TI	Transparency International
UN	United Nations
UNCAC	United Nations Convention Against Corruption

FOREWORD

I am greatly pleased to introduce the Strategic Plan for Transparency International Pakistan for the years 2017 to 2020. I believe this strategy will drive the progress towards our mission to make Pakistan a better country to live in for all over the next 4 years.

This ambitious strategy has been made possible because of the exceptional track record that Transparency International Pakistan holds to date in combating corruption in the country. Moreover, we have been on a trajectory of steady improvement for over a decade. However, looking ahead, we know that corruption is highly resilient; therefore, we hope that this strategy will further provide us with the best direction for the chapter's work in the coming years.

TI Pakistan would like to thank and appreciate everyone who made this document possible. Without the support and guidance of friends, supporters, donors, and staff, TI Pakistan would be much less capable of achieving its goals and working for the continued interest of our society. Furthermore, TI Pakistan would like to thank the TI Secretariat in Berlin for the assistance it has extended to the Pakistan Chapter. We reassure our stakeholders that we are committed to working with a sense of urgency to ensure that significant gains are made to make Pakistan a corruption free country in the years ahead.

Saad Rashid

Executive Director
Transparency International Pakistan

1.0 ABOUT THIS STRATEGY

The TI Pakistan Strategy 2020 is the document that will guide the action and work of TI Pakistan for the period 2017 to 2020.

This strategy will inform the overall direction of the chapter and support the design and prioritisation of our focus areas and influences the way resources will be allocated to different Strategic Priorities in order to meet the overall Strategic Objectives.

Developing this Strategy involved extensive consultations. The planning phase was guided by the overall Strategy of the TI Movement and our Strategic focuses were decided in accordance with the Strategic Priorities of the TI Secretariat, the chapter's institutional capacity, strengths and weaknesses and the overall local context.

The strategic planning process began in mid-2016, taking a detailed review of TI Pakistan's work, processes, operation and overall achievements in line with the chapter's previous Strategic Plan 2014-2016. This was followed by an online stakeholders' survey to gauge the views and aspirations of TI Pakistan stakeholders – to understand what would make for a more robust movement against corruption and the effective role TI Pakistan can play in that. Brief conclusions have been drawn from these survey responses and discussed in this Strategy.

Later, the draft strategy was collectively deliberated on through discussions with TI Pakistan staff and senior management.

This Strategic Plan is unanimously endorsed by the Board of TI Pakistan.

It is hoped that this document will serve as a practical guide to TI Pakistan in its coming years, allowing it to capitalize on opportunities through improved capacities and strengths.

2.0 BACKGROUND

About Transparency International Pakistan (TI Pakistan)

TI Pakistan is one of the national chapters of the TI movement, the leading global coalition against corruption. The TI chapter in Pakistan officially started in 2002 with an office in Karachi. TI Pakistan is registered as a trust, with its own Board, Advisory Committee and member body that work together to devise an agenda against corruption, suited to the local context. A locally tailored vision, mission statement and values, drive and shape our anti-corruption efforts. TI Pakistan has established itself as one of the most credible anti-corruption organizations in Pakistan and has worked with many local and international organizations to fight corruption.

The Purpose and Rationale for Developing the Strategic Plan

This Strategic Plan will be the guiding document for TI Pakistan between 2017and 2020. The strategy, made in line with the local context of Pakistan, will also serve as a connection to the larger TI movement and TI chapters. Planning, organization, implementation and evaluation of any initiative by TI Pakistan in the next few years will be inspired by the strategic priorities and will eventually lead to the achievement of objectives mentioned in this strategy. Furthermore, the Strategic Plan will help TI Pakistan's stakeholders understand our organization better. The strategy can guide the Board and Advisory Committee to allocate resources towards projects that help achieve our goals most effectively and efficiently. By addressing pressing needs, our Strategy will further provide direction to our members' actions and help us connect to citizens who want to raise their voice against the highly prevalent problem of corruption in Pakistan. At the same time, the Strategy will help us find areas of collaboration with potential and current donors.

3.0 CONTEXT: CHALLENGES AND OPPORTUNITIES
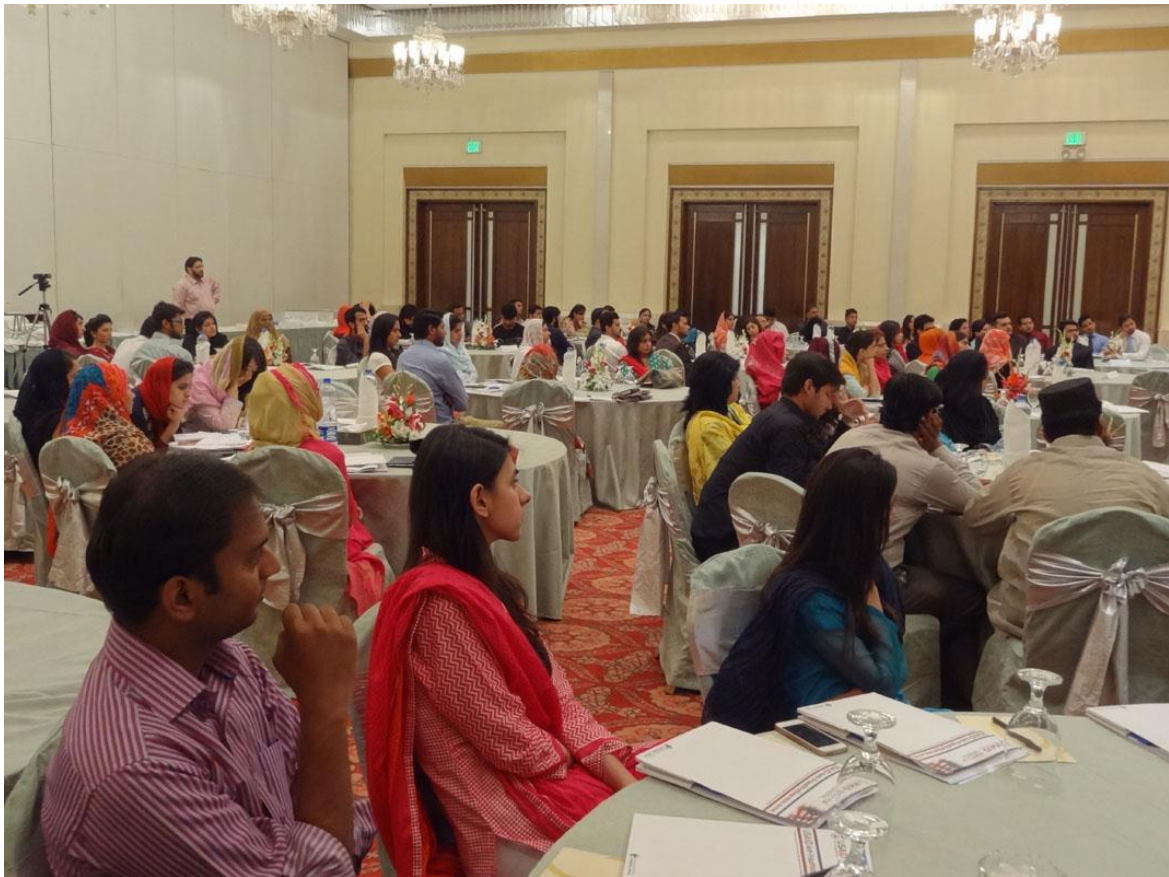
Defining and Understanding Corruption in Pakistan

"Corruption is defined by TI as the abuse of entrusted power (be it political, economic or social, within or outside Government) for private gain. Corruption can involve a wide range of activities - kickbacks, bribes, embezzlement, fraud, nepotism, negligence of duty, misuse of public or institutional funds and extortion"[1].

Throughout the history of Pakistan, corruption has been perceived as a pervading force embedded in almost every aspect of the Pakistani society. Lack of accountability, transparency and discretionary power has been some of the root causes of corruption in Pakistan. The practice of unlawful activity for private gain has infiltrated nearly all sectors of the government.

Today, Pakistan is at a critical phase of its political, economic and social development. In 2013, the country witnessed the first smooth democratic transfer of power from one government to another. Similarly, since 2013, the country has witnessed a rapid infrastructure development. This is reflected in the on-going country wide projects which include highways, flyovers, airports etc. However, the progress is often mired in allegations of corruption which are further exacerbated due to lack of transparency and accountability.

At the same time, there is also a silver lining of hope. Few studies conducted recently confirm the reduction of corruption in Pakistan. For instance, Pakistan has improved its ranking by nine positions on the Transparency International's Corruption Perception Index

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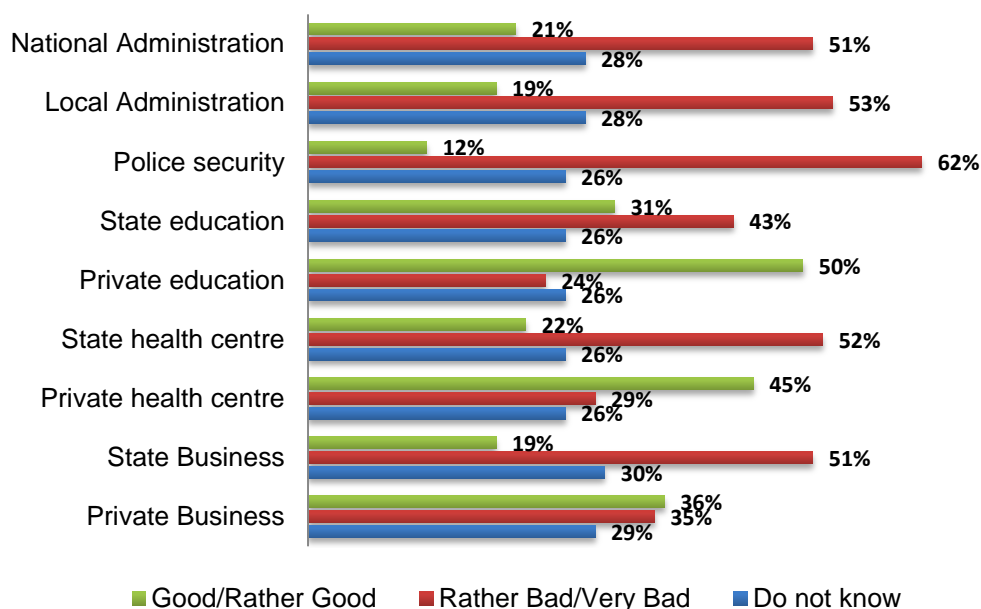[1]Transparency International: https://www.transparency.org/

2016. According to the CPI, Pakistan's score has increased from 30 to 32 points out of a maximum 100, as compared to 2015. However, corruption is still perceived as a major problem when it comes to a day to day life of a common citizen.

A recent survey conducted by Free and Fair Election Network (Fafen) reveals that as many as 64 percent of Pakistanis believe that certain level of corruption prevails in government departments. If we break this perception down on provincials levels, the survey indicates about 82pc of respondents in Balochistan, 74pc in Sindh, 72pc in Islamabad Capital Territory, 68pc in Punjab, 52pc in Khyber Pakhtunkhwa and 8pc in Fata said that they believed corruption prevailed in government departments[2].

These findings are in sync with TI Pakistan's analysis which shows that government institutions are more corrupt than private institutions[3]. Similarly, the information collected at TI Pakistan's flagship program namely Advocacy and Legal Advice Centre (ALAC), a centre which provides free legal advice to victims and witnesses of corruption on how to seek an effective redress for their complaints, provides a useful data to get an insight into corruption in various government departments in Pakistan. The data points out education, health, police and land and property as the sectors majorly plagued by corruption in Pakistan[4].

In addition, TI Pakistan in 2015 conducted a Youth Integrity Survey to gauge the perceptions held by the Pakistani youth regarding the integrity of different service providers in Pakistan. 62 percent of the respondents believed that the state of the services provided by the police department were bad. Similarly, 53% percent believed that the level of integrity in the local administration is poor. Figure 1 indicates youth opinions of the level of integrity in different sectors[5].

FIGURE 1: Youth's opinion on the level of integrity in different sectors

■ Good/Rather Good ■ Rather Bad/Very Bad ■ Do not know

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[2]Fafen, Perception of Corruption in Government Institutions, May 2016: http://fafen.org/wp-content/uploads/2016/05/FAFEN-Survey-Report-on-Perception-of-Corruption.pdf
[3]NCPS, 2010
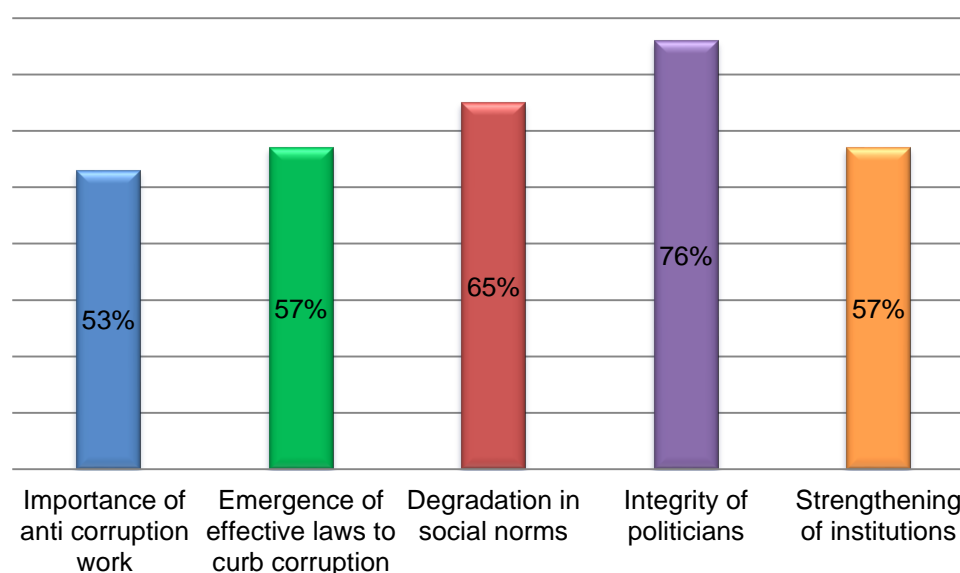[4]ALAC Pakistan Database, Transparency International Pakistan
[5]Transparency International Pakistan, Youth Integrity Survey 2015: http://www.transparency.org.pk/documents/yip_report15.pdf

On the other hand, the Right to Information laws have not been yet implemented in one province namely Balochistan and at the federal level. In addition to that, the absence of whistle-blower protection laws exposes the witnesses thereby, discouraging the practice of crime reporting and creating further hindrance in the restoration of justice. The institutions responsible for addressing corruption are heavily politicized. Furthermore, fraud escalation has also been attributed to the certain level of immunity enjoyed by the local elite and the use of bribery by such law breakers to turn things in their favour.

Although, some steps have been taken to curb corruption, such as the adoption of Khyber Paktunkhwa Right to Information Act 2013, Punjab Transparency and Right to Information Act 2013, and adoption of Whistle Blowers Protection Law in KPK province; we have also seen the use of right to information legislation by several individuals. In terms of processes and systems, an Information Commission and an online website system have also been established in both KPK and Punjab. However, broadly the effective enforcement and implementation of these laws for attainment of citizens' fundamental right remains weak.

TI Pakistan carried out its assessment of the existing social context in Pakistan for the anti-corruption work to gauge views of its stakeholders. The results shown in figure 2 highlight that in the current socio-political context, though anti-corruption has gained momentum and a priority on the agenda of various political parties in Pakistan, but the institutions responsible for addressing corruption are far from strengthened. It has also been observed that much of the general public is unaware of the existence/emergence of laws such as a right to gain information from the government departments or in many cases unaware of the procedures of registering their applications. Therefore, TI Pakistan believes it is important to embark upon a strong strategy working towards building awareness regarding the proper implementation of the RTI Laws in Pakistan within the given socio-political context.

FIGURE 2: Rating based on improvement

53%	57%	65%	76%	57%
Importance of anti corruption work	Emergence of effective laws to curb corruption	Degradation in social norms	Integrity of politicians	Strengthening of institutions

4.0 LOOKING BACK

Activities and Impact To-Date

When more than a decade ago, Transparency International Pakistan embarked on its mission to undertake the challenge of combating corruption and to make Pakistan a better state for all, the context was completely different in Pakistan. Back then, a gloomy picture of corruption trends existed in Pakistan. The earlier corruption perception indices by Transparency International highlight that Pakistan's score has always been within the danger zone, revealing a consistent poor performance on the CPI rankings. Between 1999 to 2007, the average size of the shadow economy was 35.7% of official GDP and Pakistan ranked at 94th out of 162 countries in terms of the size and development of the shadow economy, which means, 29.4 million people or 60% of the people work in the shadow economy, broadly defined as "income derived by economic activities that circumvent government regulation and taxation"[6].

This was also the time when corruption was far from being a public concern. Though it was as pervasive as it is today but given the fear of reprisal from the government, only a handful of civil society activists dared to speak against corruption. TI Pakistan was the only civil society organization in the early 2000s to come out with corruption reports during the military dictatorship of General Pervaiz Musharraf. Albeit, the context has since then drastically changed but TI Pakistan has a significant contribution in that.

Reflecting on the past decade through internal consultation and analysis, TI Pakistan has established itself as a reputable and credible organization that has been successful in leveraging effective anti-corruption measures, programs and services across Pakistan. TI Pakistan have endeavoured to tackle challenges in the face of a hostile state bureaucracy, and yet never ceased to play the role as a corruption watchdog. Our initiatives have produced impacts that have been injected across multiple levels of society, including the state, judiciary, businesses and civil society.

Amongst the many achievements, Transparency International Pakistan's extensive movement has led to the endorsement of improved legislations to promote transparency, accountability and good governance within public sector institutions and the private sector. TI Pakistan have implemented a monitoring system for public contracting processes as well as fraud detection mechanisms for local and internationally funded projects, which have proven to be successful. TI Pakistan's efforts have not only resulted in the restoration of misused funds and cancellation of illegal contracts, but have generated internal and external pressure on members of the public and private sector community to exercise caution in their dealings. Transparency International Pakistan has further developed coalitions and participatory programs to raise awareness about corruption across multiple spheres. In addition to providing free legal advice to citizens through our Advocacy and Legal Advice Centre (ALAC), TI Pakistan has made efforts to transfer our technical expertise to citizens, to empower them and to equip them with basic tools needed to tackle corruption with their own hands.

A SNAPSHOT OF TI PAKISTAN'S IMPACT

FIGHTING FOR INFORMATION FOR ALL

ENHANCED ENFORCEMENT

VOICE OF PEOPLE

EMPOWERED COMMUNITIES

RTI & WHISTLE BLOWERS PROTECTION LAWS

- CORRUPTION AT THE CENTRE OF POLITICAL DEBATE
- PROCUREMENT RULES ADOPTED
- MOUs SIGNED WITH PUBLIC & PRIVATE ORGANIZATIONS

POOR GOVERNANC

NATIONAL INTEGRITY SYSTEM ASSESMENT REPORT

ASSESSMENT OF PAKISTAN'S NATIONAL ACCOUNTABILITY BUREAU

TI IMPACT MATRIX

POLICY & INSTITUTIONAL CHANGE
Govermental Institutions · Political Parties · Businesses

IMPROVED ENFORCEMENT OF POLICIES

POLICY ADOPTION AND AMENDMENT

BETTER INSTITUTIONAL PROCESSES

BEHAVIOUR CHANGE
People · Communities · Civil Society Organisations

ANTI-CORRUPTION ACTIVISM

COMMUNITY ACTION

SEEKING REDRESS AGAINST CORRUPTION

AWARENESS

OUTREACH

OUTREACH AND AWARENESS

MOBILE ALAC

ALAC Pakistan
ADVOCACY & LEGAL ADVICE CENTRE

REACHING OUT TO YOUTH

13

TIMELINE OF OUR ACHIEVEMENTS

2005-2007	2008-2010	2011-2013	2014-2016

2005-2007

- Accreditation of TI Pakistan
- Implementation of Youth in Governance Program
- Implementation of Childs View of Corruption Program
- Capacity Building & Training of Public Procurement Agencies
- Collaboration with CSOs, CBOs
- United Nations Convention against Corruption (UNCAC) Ratified

  Publications of NCPS
- Establishment of Complaint Centre in North Nazimabad Town
- Observer Status in WB $176 million loan to SIDA
- MOU signed with:
  - Ministry if Irrigation, Government of Sindh
  - Central Board of Revenue
  - Pakistan International Airlines
  - Trading Corporation of Pakistan (TCP)
  - Port Qasim Authority
  - National Bank of Pakistan

2008-2010

- Establishment of Advocacy legal Advisor Centre (ALAC)
- E-Complaint Centre in collaboration with Rawalpindi Government
- TI Pakistan nominated on SPPRA Board
- Report Cards Study-FTO
- Sindh Public Procurement Rules
- Punjab Procurement Rules
- Public Procurement Monitoring
- Supreme Court takes Suo Moto Action on information forwarded
- Publication of NCPS
- Observer status in Pakistan Steel Mills procurement & sales process
- MOU signed with:
  - Trade Development Authority of Pakistan
  - State Life Insurance Corporation
  - Pakistan State Oil Company Limited
  - Commissioner Multan
- Launch of USAID Anti-Fraud Hotline
  - 12,000 complaint calls received in first year

2011-2013

- Public Procurement Monitoring.
- Supreme Court takes Suo Moto Action on information forwarded;SC orders NAB to indict all responsible in Rs5bn NICL Corruption case on TI Pakistan complaint
- NAB awards certificate of recognition of efforts in the fight against corruption
- Government of Pak seeks Technical Audit report on Nandipur Project
- Punjab govt. sought TI Pakistan recommendations on amendment of procurement rules for Consultants
- Anti-Fraud Hotline recognized as the most Innovative Project of USAID
- Women empowered in two villages to open dysfunctional schools
- Implementation of Karachi Building Controlling Authority bye-laws
- Research conducted on National Integrity System Context Analysis; Publication of NCPS
- **ALAC Advocacy** launched: Mobile 'Advocacy Legal Advice Centre' Service; 'Say No To Corruption' campaigns in Punjab and Baluchistan with **Street Theatres** across Punjab; 'Property Law Awareness' in Sindh & 'How to Write a Complaint' training sessions across Pakistan
- MOU signed with SRB, SSGC, PCP, BISP,LDA, OGDCL, NADRA,PGBF

2014-2016

- Research conducted on National Integrity System Context Analysis
- Research on the Anti-Corruption Strengthening Initiative Assessment of National Accountability Bureau
- TI Pakistan nominated as observer status by World Bank in the $200 million Rehabilitation of Guddu Barrage.
- Proposals for Whistle Blower Protection Law sent to Federal and Provincial Governments
- MOU Signed with:
  - Sindh Solid Waste Management board (SSWMB) to assist to comply to SPPRA Rules
  - Governor Sindh to establish Citizen's Corruption Liaison Committee
- Over 40000 acres of land worth trillion of rupees cancelled by the Government of Sindh on the direction of the Supreme Court on information provided by TI Pakistan
- Savings of Millions of dollars due to the operation of the Anti-fraud Hotline Project
- **ALAC Advocacy** launched: Mobile ALAC Camps, Right to Information &Whistleblower Protection workshops, "Say No To Corruption" campaigns across Pakistan & Citizen Report Card study.

5.0 LOOKING AHEAD

Looking ahead, there are opportunities arising that TI Pakistan must tap into to achieve our vision. Transparency International Pakistan needs to broaden its outreach while paying close attention to developing ties with the private sector. The process of building a multi-disciplinary and inclusive network can enable us to reach out to new audiences, bring anti-corruption onto the public agenda and generate pressure for public accountability and transparency. At the same time, TI Pakistan needs to steer its work towards streamlining existing and future projects to deliver more efficient and sustainable outcomes. However, the environment for implementing anti-corruption initiatives appears to be risky with new threats emerging. A summary of TI Pakistan findings is displayed in the section on SWOT.

6.0 Vision, Mission& Guiding Principles

The following are TI Pakistan's vision and mission, which have been analysed below keeping in view the basic parameters for crafting a vision and mission. Additionally, these have been reviewed in light of their relevance to the overall TI Pakistan vision and objectives.

TI Pakistan Vision

Transparency International Pakistan has a Vision of Pakistan in which government, politics, business, civil society and the daily lives of the people shall be free from corruption.

TI Pakistan Mission

Our Mission is to catalyse and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Pakistan and establishing an efficient and transparent system of governance, politics and business.

Guiding Principles:

1. We commit ourselves to working individually and collectively with all stakeholders to catalyse and strengthen a social movement for a Pakistan in which government, politics, business, civil society and the daily lives of the people would be free of corruption.

2. We hate and condemn corruption and bribery, and undertake to refrain from the same. We also commit to fight corruption vigorously and courageously wherever it has been reliably identified. We do so without any fear or favour.

3. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other in TI Pakistan and beyond. We endeavour to our fullest capacity to perform our duties and fulfill our commitments honestly, faithfully and efficiently.

4. We are committed to be politically non-partisan, and fully independent in our judgment and approach.

5. We have highest regards and commitment to core values of democracy, pluralism, fundamental human rights, justice, and rule of law. We firmly believe that corruption and bribery erode these values – weaken democracy and democratic institutions; deprive citizens of basic human rights; breed injustice; undermine rule of law; increases poverty and social conflict. Corruption and bribery also undermine economic development; distorts market and fair competition, increases exploitation; prevents good governance, accountability and transparency; and creates social and political instability and insecurity. It is our moral as well as professional commitment and responsibility to fight corruption.

6. Our struggle is against corruption and its power-base and network. We do not take priori position for or against any particular institution private or public - be that government or any department thereof. We want to, and we will help and strengthen government and other efforts to establish a corruption free society. Our goal is to expand the anti-corruption constituency in Pakistan and to serve the interest of everyone who wants to see a corruption- free Pakistan.

7. We strive to take positions that are based on sound, objective, dispassionate and fully professional analysis and high and sound standards of research.

8. We commit to providing accurate and timely reports of our activities to our stakeholders provide freest possible public access to whatever information we have through our reports, publications and other forms of communication including our website.

9. In our personnel and recruitment policies we will strive for balanced and diverse representation of everyone and every sections of the society irrespective of age, gender, faith and identity.

10. We will accept only such funding that does not in any manner compromise our ability to address issues freely, independently, thoroughly and objectively free from any form of interference or influence.

7.0 SWOT

The following table summarizes Transparency International Pakistan's strengths, weaknesses, opportunities and threats.

| STRENGTHS	WEAKNESSES

• Reputable board members
• Influential and reputable organization on its own accord.
• High-end expertise in:
   o Anti-corruption laws, tools and standards
   o Whistle Blowing against corruption and corrupt practices
   o Strong web of fraud detection mechanism
   o Monitoring public procurement processes
   o Providing free legal advice and advocacy services to witness of corruption and intervening on their behalf
   o Carrying advocacy on Anti-corruption issues and RTI laws at the grass root level
   o Operation of hotlines to prevent corruption
• Strong and well defined programmatic objectives
	• Limited interaction with private sector
	
	• Limited presence on social media
	
	• Needs to carry out more rigorous dissemination of data collected through reports and publications
	
	• Narrow funding base
	
	• Limited core staff

OPPORTUNITIES	THREATS
• Conducive political climate facilitating bringing anti-corruption onto the public agenda and launching new projects through potential funding by international donors • Increased organizational coverage in the local media due to taking up of cases by the Supreme Court through TI Pakistan's intervention. • Expansion in ALAC activities and services provided to the victims and witnesses of corruption (for instance through Mobile ALAC)	• Changing priorities of donor community • Threats by the Government and other agencies • Limited fund base • Lack of political will to fight corruption

8.0 PEST ANALYSIS

| POLITICAL	ECONOMIC
• Lack of political will to fight corruption • Political Instability • Lack of Public trust in political system/political parties • Impunity for corrupt officials • Widespread corruption in public and private sector • Lack of accountability • Institutions not adequately empowered due to political interference in administrative affairs • Absence of effective anti-corruption laws • Inadequate number of CSOs carrying advocacy on anti-corruption • Shrinking space for civil society activists and organizations	• Economic crisis • Lack of Anti-bribery principles practiced by private business organizations • Declining donor support to governance related and anti-corruption projects due to global recession • Widespread corruption in development sector • Misuse of development funds by Government Functionaries • Pakistan is on the priority list of economic assistance from the international donors; however, no mechanism is in place to ensure transparency in the funds
SOCIAL	**TECHNOLOGICAL**
• Degradation in social norms • Lack of Integrity of politicians and political parties • Importance of anti-corruption work increasing • Corruption at the center of a political debate • Emergence of effective laws to curb corruption • Informed and active citizens raising voice against corruption and corrupt practices without fear of retribution • Lots of new areas to work: Money Laundering, Extortion and etc.	• Increasing use of social networking sites to raise awareness about anti-corruption • Increased access to internet especially in rural areas of Pakistan • Lack of technological adaption at the state level

9.0 Stakeholder Analysis

For the purpose of the Strategic Plan 2017 – 2020, TI Pakistan conducted a Stakeholders Survey through a standard questionnaire. The stakeholders' survey was administered to individuals and institutions by TI Pakistan in 2016. The stakeholder's survey elicited responses from individuals as well as CSO partners. Stakeholders included Board of Trustees, Members, Staff, Donors, and Civil Society partners.

General analysis was derived and the key highlights are presented below:

Political/Economic trends affecting Pakistan: Political/Economic trends affecting Pakistan which need attention which were quoted important by most of the institutions and individuals included Extremism/Terrorism, Political Crisis, and Lack of Political will to fight Corruption. While reduction in aid was marked as the least important
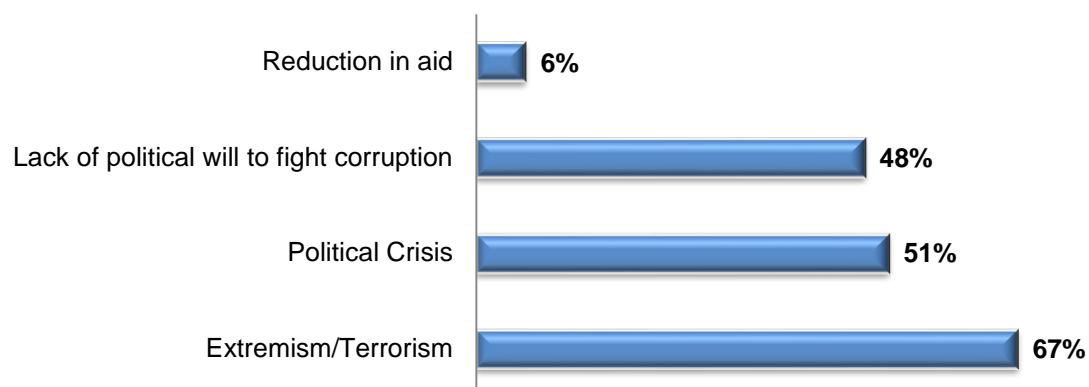
Issues of Pakistan which require attention: Nepotism/Lack of Merit, Grand Corruption, Embezzlement of public funds, and Tax evasion were rated as the key issues of Pakistan which require attention. Human and Drugs Trafficking and Electoral Fraud were rated low in importance of requiring attention within Pakistan.
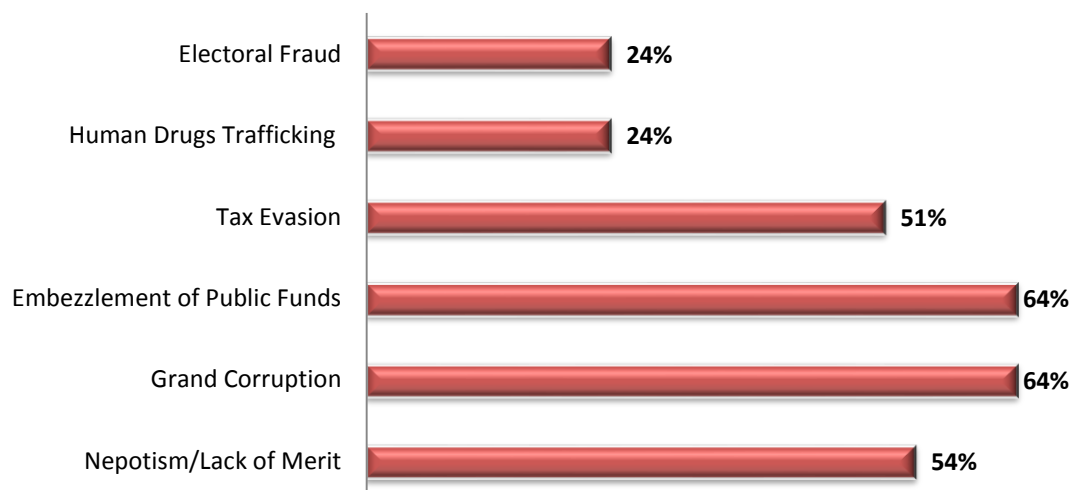
Initiatives to Tackle Corruption: Amongst the 12 initiatives suggested in the questionnaire, Promoting the passage of national laws and public policies to fight corruption, Promoting effective official national anti-corruption agencies, Monitoring transparency in public affairs/public spending were on the priority list followed by promoting freedom for the media and citizens to highlight and report corruption, without fear of retribution, and promoting integrity in the private sector.
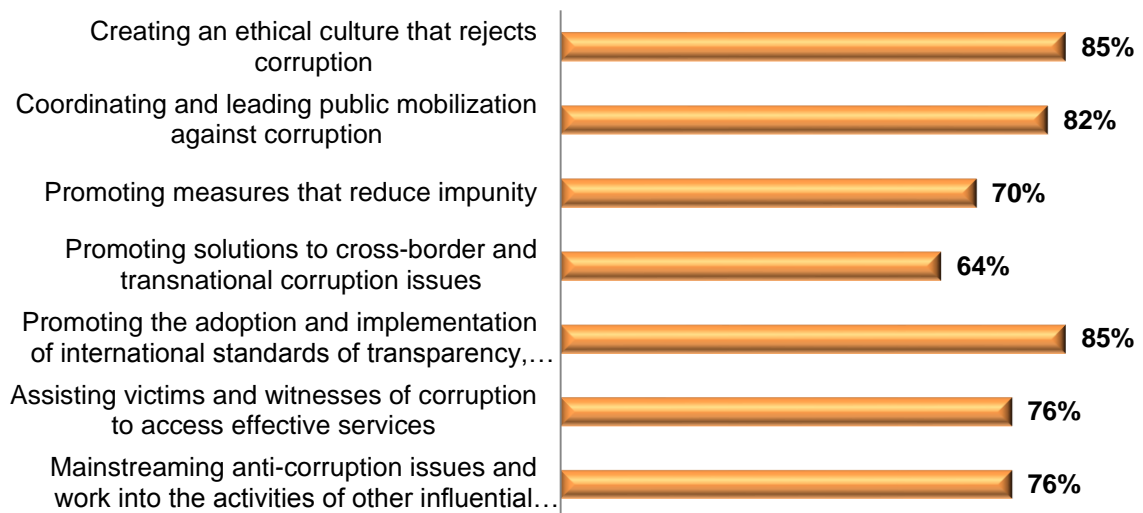
Initiative	Percentage
Promoting Integrity in the Private Sector	33%
Promoting freedom for the media and citizens to highlight and report corruption, without fear of retribution	45%
Promoting effective official national anti-corruption agencies	48%
Promoting the passage of national laws and public policies to fight corruption	54%
Monitoring transparency in public affairs/public spending	57%

- **TI Pakistan Progress:** This particular question was posed to the individuals including board members, TI Pakistan members and its staff. The individual respondents felt that areas in which there is considerable progress at TI Pakistan are Anti-corruption knowledge and expertise, Effective Coordination Around Agreed Strategic Priorities, Strategic Leadership by the Board, Establishment of Strategic Partnerships, Strategic / Systematic Advocacy followed by Participation in regional / multi-country initiatives.

| Area	Percentage
Participation in regional / multi-country initiatives	53%
Strategic / Systematic Advocacy	47%
Establishment of Strategic Partnerships	60%
Strategic Leadership by the Board	53%
Effective Coordination Around Agreed Strategic Priorities	73%
Anti-corruption knowledge and expertise	67%

Strategies identified by the Stakeholders for TI Pakistan Strategy 2020:

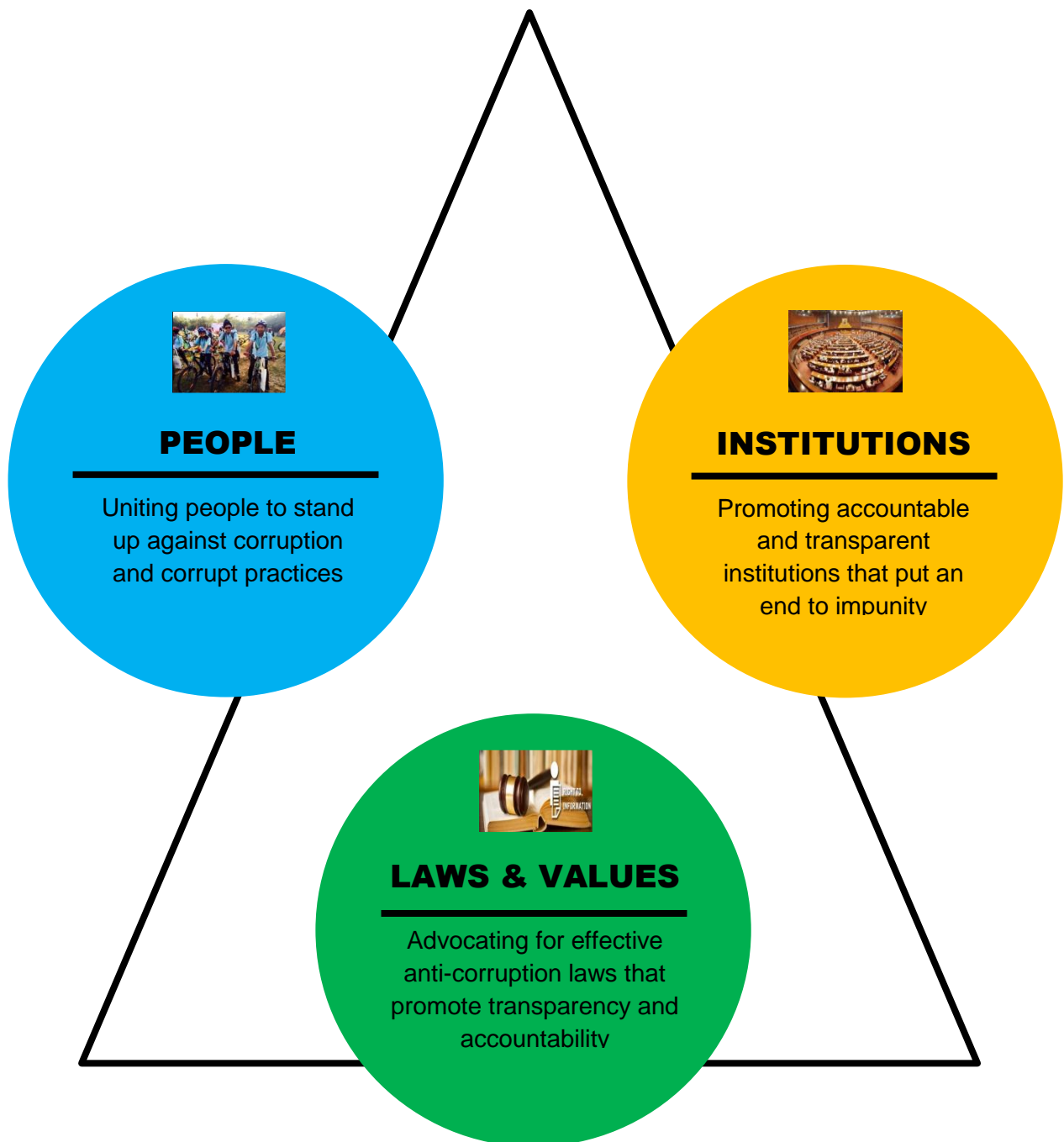The strategies are shared below in order of their importance given by the stakeholders.

Strategy	Percentage
Creating an ethical culture that rejects corruption	85%
Coordinating and leading public mobilization against corruption	82%
Promoting measures that reduce impunity	70%
Promoting solutions to cross-border and transnational corruption issues	64%
Promoting the adoption and implementation of international standards of transparency,…	85%
Assisting victims and witnesses of corruption to access effective services	76%
Mainstreaming anti-corruption issues and work into the activities of other influential…	76%

Importance of the Thematic Priorities for TI Pakistan: Suggested Thematic Areas in which TI Pakistan should work by its stakeholders include Police/ Judicial System, Public Contracting, Access to Basic Services were ranked high as priority thematic areas where as Climate Change and Private Sector were ranked low.

Police	Judicial System	Public Procurement	Access to Information	Climate Change	Private Sector
61%	54%	57%	45%	18%	21%
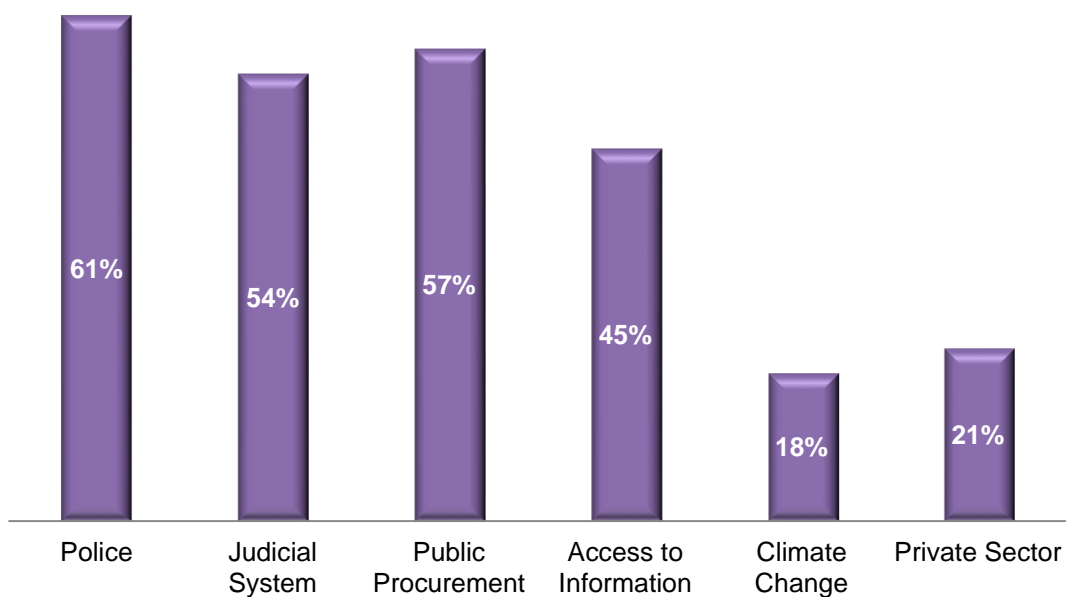
10.0 Strategic Priorities

TI Pakistan has identified four strategic priorities to focus in the upcoming years. These include: People, Institutions, Laws and Values. Our emphasis will be on achieving strategic objectives listed under these priorities. Besides this, we also intend to ensure capacity building and sustainability for the organization for which we have added a fifth priority namely Organization.

PEOPLE

Uniting people to stand up against corruption and corrupt practices

INSTITUTIONS

Promoting accountable and transparent institutions that put an end to impunity

LAWS & VALUES

Advocating for effective anti-corruption laws that promote transparency and accountability

STRATEGIC PRIORITY 1: PEOPLE

GOAL: PEOPLE STANDING UP AGAINST CORRUPTION AND CORRUPT PRACTICES

Over the past many years, it has become increasingly clear that a long-term, sustained solution to combating corruption depend on the widespread public mobilization and engagement. Such engagement also creates a demand side for anti-corruption and put a pressure on the political leadership to succeed in their commitments.

For this change to happen, citizens need to be empowered and equipped with the skills required to stand up against corruption. Therefore, one of the focuses of our work for the upcoming four years is to empower and mobilize people for the collective action.

KEY AREAS OF FOCUS

PARTICIPATION AND PARTNERSHIPS

1A: EMPOWERMENT – CITIZENS AWARENESS AND CAPACITIES WILL BE ENHANCED

TI Pakistan aims to give a voice to all citizens and bring about a more open, transparent and a democratic society to reject corruption, resulting in an accessible government to ensure better public service delivery. Particular emphasis will be placed on equipping people through training workshops with the skills required to fight corruption. TI Pakistan intends to provide greater support and assistance to the victims and witnesses of corruption so that their voices and demands to seek redress are heard, leading to a systemic change in the society as a whole.

Depending on the local context, through different initiatives and public actions citizens people will be enabled to monitor and report corruption in different sectors to promote good governance.

TI Pakistan targets the Youth willing to fight corruption to build a network by establishing a web portal connecting anti-corruption

1B: PARTNERSHIPS – REACHING OUT TO LARGE NUMBER OF PEOPLE THROUGH PARTNERSHIPS WITH RELEVANT CSOs

Through different initiatives primarily involving citizens and CSOs, TI Pakistan aims to reach out to more people at the grass root level and give them the confidence and an ability to demand transparency and to sustain this momentum for years to come.

TI Pakistan plans to form coalitions of like-minded CSOs to advocate for increased space for CSOs in the policy making at all levels resulting in a reduction in the gap between public demand and government's responsiveness.

TI Pakistan intends to collaborate with organizations working in the field of governance, human rights, development, social justice, humanitarian aid, climate change and work on finding ways to integrate our anti-corruption agenda in

STRATEGIC PRIORITY 2: INSTITUTIONS

GOAL: ACCOUNTABLE AND TRANSPARENT INSTITUTIONS

All public and private sector institutions affect the economic, social and political dynamics of a nation. Number of studies and surveys conducted by Transparency International Pakistan highlight that key public institutions such as Police, Health, Education, and Judiciary are some of the most corrupt institutions in the country.

TI Pakistan aims to Monitor Public Institutions for violations in complying of existing laws/regulations and forward it to the concerned authorities. TI Pakistan works with anti-corruption agencies and oversight bodies and train them in following international good practices.

KEY AREAS OF FOCUS

ADOPTION AND ENFORCEMENT

2A: ADOPTION – KEY INSTITUTIONS ADOPT ANTI-CORRUPTION AND TRANSPARENCY MEASURES

TI Pakistan envisages and advocates for concrete anti-corruption measures and practices to be developed and implemented in businesses and public sector institutions. TI Pakistan aims to promote the implementation of international standards of transparency and anti-corruption in major public institutions and leading businesses of the country.

Building on our work with Pakistan's premier anti-corruption agency namely National Accountability Bureau, TI Pakistan advocates for strengthened anti-corruption reforms and communicate the best practices.

In the private sector, TI Pakistan encourages businesses to adopt Transparency International toolkit to address corruption by instituting accountability and transparency, accounting and governance and promote ethics and integrity.

2B: ENFORCEMENT – PUBLIC INSTITUTIONS PRACTICE GOOD GOVERNANCE AND GOVERNMENT BECOME MORE ACCESSIBLE TO CITIZENS

TI Pakistan works with the Government institutions at different levels. Its interventions have led to some improvement in governance, but there is a lot of work to be done.

TI Pakistan monitors Public Institutions for violations in complying of existing public procurement laws/regulations and forward it to the concerned authorities. The intention is that the anti-corruption agency becomes more dynamic in pursuing cases of corruption. TI Pakistan also forwards information to other regulatory bodies including the Supreme Court of Pakistan.

At the national and local governmental levels, TI Pakistan aims to pursue methods for tracking and reporting on revenues, and on the allocation, budgeting and spending of public funds.

STRATEGIC PRIORITY 3: LAWS

GOAL: Awareness, Enforcement and Advocacy of Fair Legal Framework

The fight against corruption cannot be won without effective laws in place and their robust implementation. TI Pakistan will work extensively to ensure that the most robust laws are enacted in Pakistan and will advocate for stronger implementation of these laws.

TI Pakistan envisages working with all the relevant stakeholders including the youth, media, academia, government, other civil society organizations and the general public to empower people to stand up for themselves and demand these laws for themselves.

KEY AREAS OF FOCUS

ENFORCING LAWS AND ENDING IMPUNITY

3A: ANTI-CORRUPTION LAWS – ROBUST RTI AND WHISTLEBLOWERS PROTECTION LAWS, TO REDUCE IMPUNITY FOR CORRUPT OFFICIALS

For the progress of integrity and eliminating corruption from the country, one cannot adequately stress the importance of strong Right to Information, Whistle Blower Protection and Right to Public Services laws, as the presence of these oversight elements help promote the rule of law in Pakistan.

TI Pakistan aims to ensure the most robust laws are enacted in Pakistan and advocate for stronger implementation of it. With the significant contribution of TI Pakistan, three provinces in Pakistan namely Sindh, Pubjab and Khyber Pakhtunkhwa have revised their outdate Right to Information Laws. The adoption of Whistle Blower Protection Law in KPK is another significant step. However, broadly the effective enforcement and implementation of these laws for attainment of citizens' fundamental right remains weak

With the collaboration of civil society coalition TI intends to lobby the federal and the provincial Baluchistan government for strengthening of the weak RTI laws and the enacting of Whistle Blower Protection and Right to Services laws

TI Pakistan envisages dissemination of RTI laws amongst the citizens and train them to use these laws to hold the government accountable to improve public service deliveries. Lobby local governments to set up complaint centres for improved service delivery.

3B: CONVENTIONS – COMPLIANCE WITH UNCAC AND OTHER REFORMS WILL SIGNIFICANTLY IMPROVE

TI Pakistan intends monitoring the implementation and enforcement of specific UNCAC and other convention provisions stemming from relevant anti-corruption treaties. Improved monitoring will lead to more effective enforcement of the law and put an end to impunity for corruption and corrupt practices.

TI. aims to form coalitions of CSOs to monitor and assess the official review mechanisms and hold government to account.

STRATEGIC PRIORITY 4: VALUES

GOAL: Justice, Rule of Law, Transparency, Accountability, Integrity and Impartiality

People, institutions and the laws of every state are driven by values. TI Pakistan believes that promoting justice, rule of law, transparency, accountability, integrity and impartiality will help achieve our objectives.
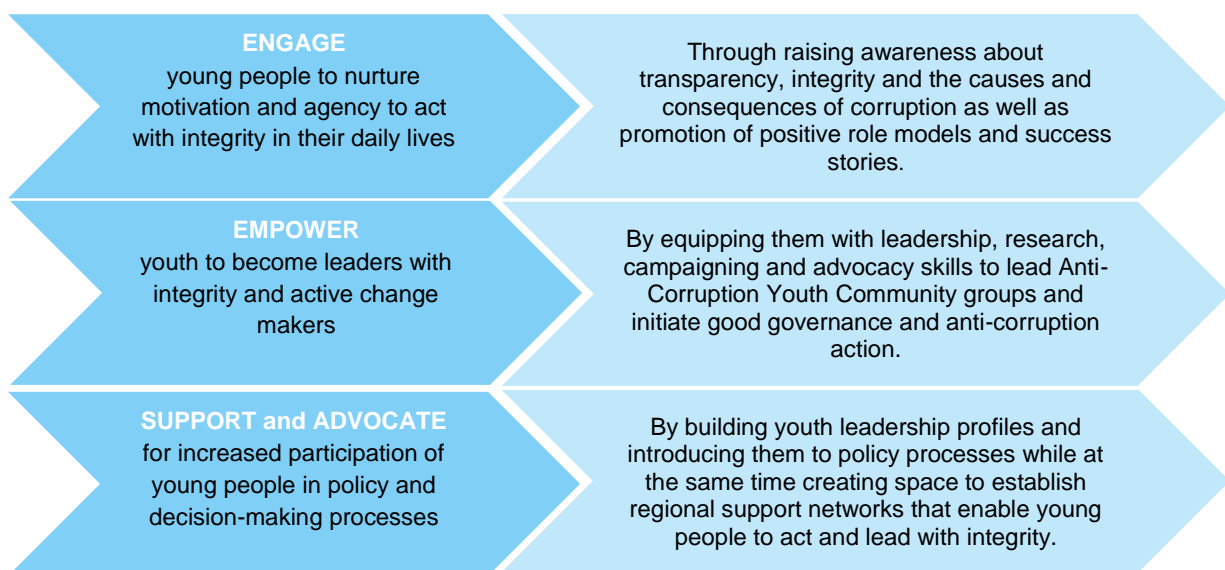
With over 60% of the population of Pakistan under 30 years of age, it is essential that youth is targeted in anti-corruption activities. We will support youth to become successful and active leaders, campaigners and advocates for anti-corruption through a series of training, coaching and capacity building interventions inculcating the values of transparency, Integrity, accountability and impartiality.

KEY AREAS OF FOCUS

ENFORCING LAWS AND ENDING IMPUNITY

4A: YOUTH INTEGRITY AND LEADERSHIP - HIGHER LEVELS OF INTEGRITY PROMOTED AMONG YOUTH AND THE FUTURE LEADERS

Transparency International Pakistan Youth Integrity Survey carried out in 2015 in Pakistan shows that integrity is in crisis amongst young people. 80% agree that citizens should be responsible for reducing corruption. 56% of the respondents believe that the national strategy's first priority should be to fight corruption. Based on these findings, our strategy for the upcoming years is depicted below:

ENGAGE young people to nurture motivation and agency to act with integrity in their daily lives	Through raising awareness about transparency, integrity and the causes and consequences of corruption as well as promotion of positive role models and success stories.
EMPOWER youth to become leaders with integrity and active change makers	By equipping them with leadership, research, campaigning and advocacy skills to lead Anti-Corruption Youth Community groups and initiate good governance and anti-corruption action.
SUPPORT and ADVOCATE for increased participation of young people in policy and decision-making processes	By building youth leadership profiles and introducing them to policy processes while at the same time creating space to establish regional support networks that enable young people to act and lead with integrity.

4B: PROMOTE CORE ANTI-CORRUPTION VALUES – YOUTH BECOME MOTIVATED TO PRACTICE ANTI-CORRUPTION VALUES IN THEIR CONDUCT AND ARE ABLE TO RAISE VOICE AGAINST CORRUPTION AND CORRUPT PRACTICES

Youth is the largest part of Pakistan's population. However, they could only become effective force against corruption if they are both morally and educationally well equipped. TI Pakistan intends to disseminate and equip young people with core anti-corruption values such as transparency, accountability, integrity and impartiality so that youth make an active use of their civic rights like right to vote, freedom of speech, form groups to demand transparency and accountability, stage protests against governments if their policies and practices are corrupt and instill a commitment to ethics in them. This will enable them to both practice anti-corruption values in their conduct and resist corrupt practices in their surroundings. It will also help in promoting policy making for betterment of youth and in general for public welfare.

STRATEGIC PRIORITY 5: ORGANIZATION

GOAL: Development of internal capacities and structures, and ensuring long-term sustainability

TI Pakistan aims to enhance its internal capacity including Communication Strategy and Monitoring and Evaluation Strategy in place in order to achieve the objectives set out in this plan. Improving and enhancing the capacity in terms of technology, human resources and financial resources will ensure that the need for both short-term and long-term sustainability of the organization is fulfilled.

34

11.0 Action Plan - Strategic Priorities, Objectives, Goals & Activities

Strategic Priority 1: People
People uniting and standing up against corruption

Context: *Over the past decade it has become increasingly clear that greater and sustained progress in stopping corruption will depend on widespread public engagement and pressure. Such engagement will reinforce the demand for solid institutions and provide a strong mandate for political leadership to succeed in their commitments. Therefore, a common focus of our movement over the next four years will be to increase significantly the number of people and organizations involved in stopping corruption and promoting transparency, accountability and integrity around the world, as well as supporting them in their work against corruption.*

Goal 1: Citizens become more aware of their rights and reject corruption.

Objective 1.1: Strengthened capacities of selected disadvantaged groups to negotiate their demands and exercise their right to oversee and participate in decisions affecting their lives, from policy, budget to implementation

Activities	Target Group	Results	Time Frame
1.1.1. Conduct advocacy and outreach activities, such as workshops, seminars, street theatres, etc.	NGOs, Social Mobilizers, Community Leaders, General Public	• Increased awareness regarding corruption related issues; • Increased working capacity of the target group	2017 – 2020
1.1.2. Meet with elected representatives, decision and policy-makers informing them of TI Pakistan work towards this objective.	Elected Members of the National and Provincial Assembly and Senators	• Increased awareness regarding corruption related issues; • Policy makers Influenced for systemic changes	2017 -- 2019
1.1.3. Facilitate meetings between elected representatives and the community.	CSOs, CBOs, Parliamentarians	• Interaction increased between citizens and elected representatives • Increased sense of accountability • Collaborations between elected representative and citizens formed	2017 – 2020
1.1.4. Mobilize communities by forming groups from within the communities in selected localities.	CSOs, CBOs, Communities	• Citizens' coalition against corruption at community level formed • Sense of ownership and self-activism established; • Increased citizens' mobilization	2017 -- 2018

		pursuing their complaints against corruption	

Objective 1.2: Partnership with selected CSOs promoted to disseminate message to people at grass root level across Pakistan

Activities	Target Group	Results	Time Frame
1.2.1. Identify and select and collaborate with CSOs, and define their scope of work within the selected community.	CSOs, CBOs, and Communities	• Effective network among CSOs, CBOs, and Communities formed • Effectiveness in the working of CSOs and CBOs achieved	2017 – 2019
1.2.2. Design capacity building programs for CSOs staff and community, centered on citizen's rights (train CSOs in corruption monitoring, advocacy, and grievance and redress of complaints);	CSOs, CBOs, and Communities	• Increased awareness regarding citizens' rights and responsibilities • Increased working capacity of CSOs, CBOs and communities	2017 – 2020

Objective 1.3: Reduce the gap between public demand for the improved delivery of public services and the responsiveness of local authorities and public representatives.

Activities	Target Group	Results	Time Frame
1.3.1. Setting up complaint centers – to address grievance and complaints regarding service delivery.	General Public	• Citizens' complaints will start being addressed • Systemic changes in public policies	2018 – 2020
1.3.2. Establish a forum where citizens are able to openly interact with elected representatives for complaints, queries, and grievances.	General Public	• Increased interaction between citizens and elected representatives • Elected representative become accountable • Citizens' complaints will start being addressed	2018 – 2019

Objective 1.4: Victims and witnesses of corruption empowered to address their grievances.

Activities	Target Group	Results	Time Frame
1.4.1. Establishing nationwide hotline –with database capability - to receive complaints.	General Public	• Nationwide hotline operational • Database developed	2017 – 2020
1.4.2. Develop process and protocols for complaint handling and addressing.	TI-Pakistan Staff	• A comprehensive corruption related database formed • Victims and witnesses of corruption receive free legal	2017 – 2020

		advice • Advocacy at citizens' level • Increased awareness regarding corruption	
1.4.3. Improve staff capacity for handling hotline system	TI-Pakistan Staff	• Effective and efficient process implementation	2017 – 2018

Objective 1.5: a) Humanitarian aid integrity promoted:
Affected populations are able to effectively identify, deter and address corruption in Humanitarian operations.

Activities	**Target Group**	**Results**	**Time Frame**
1.5.1. Conduct capacity building sessions for community leaders, affected populations and members of relief committees on corruption risks, mitigation measures and reporting mechanisms.	Community	• Affected population understanding of corruption related issues increased	2018 – 2020
1.5.2. Train social auditors to monitor the delivery of aid and basic services at the grassroots level.	Social Mobilizers, Teachers, Local representatives, Graduate students (if available)	• Increased rate of transparency in aid delivery • Increased number of social auditors trained • Increased working capacity of social auditors	2018 – 2020
1.5.3. Develop process and protocols for complaint handling and addressing.	TI-Pakistan's staff, HA agencies	• Effective implementation of complaint handing mechanism • Increase in number of complaints redressed	2017 – 2020
1.5.4. Document and support people led anti-corruption actions against corruption in humanitarian aid.	NGOs, Social Mobilizers, Community Leaders, Relief Activists, HA Agencies	• People's efforts to report corruption gain momentum • Increased number of people who can make an effective complaint	2018 – 2020

Objective 1.5: b) Humanitarian aid implementing agencies act upon complaint received from affected populations.

Activities	**Target Group**	**Results**	**Time Frame**
1.5.5. Develop national anti-corruption hotline for victims and witnesses of corruption in humanitarian aid.	NGOs/Organizations involved in providing humanitarian aid, Watchdogs like TI-Pakistan	• Relief processes become more transparent • Accountability and control enhanced • Increased level of trust of the donor agencies	2017 – 2020

Activities	Target Group	Results	Time Frame
1.5.6. Monitor and follow up progress on complaint submitted to humanitarian aid organizations.	Watchdogs like TI-Pakistan, Community Leaders, Relief Activists	• Timely resolution of complaints • Relief efforts become more transparent	2018 – 2020
1.5.7. Promote the utilization and resolution of complaints received by humanitarian aid organizations and identify policy and incentives changes necessary.	Watchdogs like TI-Pakistan, NGOs/Organizations involved in providing humanitarian aid, Govt. Officials	• Systemic changes in policies and procedures • Increased awareness for better service delivery	2018 – 2020

Objective 1.5: c) Affected populations exercise their right to information and to monitor and report corruption in humanitarian aid programmes in their community.			
Activities	**Target Group**	**Results**	**Time Frame**
1.5.8. Advocate for a minimum standard of information (content and format) to be made available by humanitarian aid organizations and state actors to affected populations.	Community Leaders, Social Activists, NGOs, HA agencies	• HA agencies become more transparent • Affected population understand corruption risks	2018 – 2020
1.5.9. Support and relay findings of community monitoring groups and social audits of humanitarian aid conducted at the grassroots level.	Media Representatives, NGOs/Organizations involved in providing humanitarian aid, Donors Agencies	• Increased transparency and accountability in the process of delivering aid	2018 – 2020
1.5.10. Publish and disseminate good practices and success stories.	Media, NGOs/Organizations, Watchdogs, Community Leaders, Donors,	• Increased awareness regarding good practices	2018 --2020

Strategic Priority 2: Institutions
Accountable and transparent institutions.

Context: *Leading public and private institutions play an absolutely central role in shaping the way a society responds to both traditional and new and emerging forms of corruption. It will be all but impossible to make substantive progress without engaging effectively with them in our work.*

While leading governmental and business institutions have the potential to influence the way corruption occurs within societies, they are also susceptible to change. Public pressure (Strategic priority 1) can be used to help ensure greater responsiveness. Laws and their effective enforcement (Strategic priority 3) can provide the framework for operations, and value-based leadership can help shape their behavior.

Goal 2:Selected Public/Private Sector adopts anti-corruption measures in their practices.

Objective 2.1: Enhance capacities in public procurement

Activities	Target Group	Results	Time Frame
2.1.1 Design training programs for institutions for transparent public procurement.	Procuring Agencies, Contractors, Consultants. Regulatory bodies, Watchdogs, Legal Experts	• Decreased violations against PPRA Rules and regulations • Transparency in public procurements	2017
2.1.2 Organize capacity building and training sessions/programs.	Procuring Agencies, Contractors, Consultants. Regulatory Bodies, Watchdogs, Legal Experts	• Decreased violations against PPRA Rules and regulations • Transparency in public procurements	2017–2020
2.1.3 Seek anti-corruption commitment from top level management of the public sector institutions by way of signing MoUs with them.	Public sector Organizations, Public Procurement Regulatory Authority, Relevant Ministries	• Effective implementation of PPRA rules and regulations • Decreased violations against PPRA Rules and regulations • Improved transparency and accountability in public procurement • Effective and timely resolution of corruption related complaints	2017–2020
2.1.4 Advise public sector organizations on compliance of PPRA rules.	Public sector Organizations, Public Procurement Regulatory Authority, Relevant Ministries	• Effective implementation of PPRA rules and regulations • Decreased violation against PPRA Rules and regulations • Improved transparency and	2017–2020

	accountability in public procurement	

Objective 2.2: Strengthened anti-corruption reforms in selected public sector institutions.

Activities	Target Group	Results	Time Frame
2.2.1 Review and update national anti-corruption strategy.	Legislatures, Regulatory bodies, Experts from Public & Private Sector	• Gaps in implementation will be identified. • Areas of improvements identified • Improved level of transparency and accountability	2017
2.2.2 Lobby with government for implementation of the UNCAC (UN Convention).	Legislatures, Regulatory Bodies, Govt. Officials, UN Agencies	• Improved level of transparency and accountability • Increased pressure on Government to implement UNCAC • Increased awareness about UNCAC	2017–2020
2.2.3 Propose/review rules of procurement at federal and provincial levels.	Federal & Provincial Government	• Increased transparency In public procurement • Procurement process improved with more transparency and accountability	2017–2020

Objective 2.3: Anti-Bribery principles introduced and promoted in selected private business organizations

Activities	Target Group	Results	Time Frame
2.3.1 Carry out advocacy through seminars, conferences etc.	Business Organizations and Entrepreneurs	• Increased awareness regarding transparency and accountability in business • Business adopt ethical practices	2017 – 2020
2.3.2 Educate private businesses about the need for no-tolerance for corruption.	Private Companies, Entrepreneurs	• Increased awareness regarding transparency and accountability in business • Business adopt ethical practices	2017 – 2020
2.3.3 Sign MoUs with the interested organizations.	Private Companies	• Increased collaboration with businesses • Increased awareness regarding transparency and accountability in business	2017 – 2020
2.3.4 Facilitate adoption of anti-bribery principles in the organizations, rules and procedures.	Private Companies	• Fight against corruption will be promoted • Capacity of business to adopt transparent procedures enhanced • Businesses practice transparent	2018 – 2020

	processes • Increased awareness regarding transparency, accountability and ethical business practices	

Objective 2.4: Climate finance governance monitoring: Improve climate finance governance transparency, accountability and integrity and to minimize corruption/fraud risks in climate finance policy development, implementation and monitoring.

Activities	Target Group	Results	Time Frame
2.4.1 National mapping of climate finance policy, decision-making and spending on chains of accountability and financial flows (including carbon offset credit projects).	Environmental Organizations, Regulatory Bodies, Government, Implementing Agencies	• Data generation for further decision and policy making	2018
2.4.2 National assessments of transparency, accountability, integrity and independence of institutions and processes responsible for climate finance spending and income generation (establishment of baseline data for monitoring).	Environmental Organizations, Regulatory Bodies, Government, Implementing Agencies	• Processes identified for transparency, accountability and independence of institutions responsible for climate finance spending • Base line data established	2018–2019
2.4.3 Climate finance governance e-learning is produced in Urdu and disseminated.	General Public, Social Media Groups, CSOs, CBOs	• Increased citizen awareness regarding climate finance	2018
2.4.4 National climate governance networks established to promote climate governance learning, to produce mapping and assessments and monitor climate finance governance over time, and to advocate for improved governance.	CSOs, CBOs, Government Implementing Agencies	• Networks establishment to promote climate governance • Collaboration amongst Networks to monitor climate governance • Increased awareness for climate governance	2018–2020
2.4.5 Legal advice centers in Pakistan are equipped to respond through corruption hotline for climate projects.	General Public, CSOs, CBOs	• General public report corruption in climate projects	2018–2020
2.4.6 Objective policy and working papers, news articles and other publicity to demand improved global/national governance.	Print and Social Media	• Increased advocacy for broader reforms and policy change	2018–2020

Strategic Priority 3: Law

Awareness, enforcement and advocacy of fair legal frameworks.

Context: *The fight against corruption and impunity depends upon fair and impartial judicial systems for enforcement. Judicial corruption violates human rights, undermines peoples' morale, harms job prospects and diminishes the quality of governance. An enormous amount of work is still needed to further strengthen legislative frameworks at the national level. A key challenge is to ensure laws are enforced effectively, efficiently and equally in all jurisdictions. Having this as a strategic priority will allow us to move substantially beyond a technocratic approach to stopping corruption in the judicial sector – to ensuring that justice fulfills its key function to prevent and punish corruption. Under no circumstance should the law be subsumed to the demands of political or business elites, organized crime or illicit networks.*

Goal 3: Evaluate existing laws, highlight weaknesses, give recommendations, and advocate stricter implementation.

Objective 3.1: Advocacy campaign for anti-corruption reforms in selected sectors carried out.

Activities	Target Group	Results	Time Frame
3.1.1. Design advocacy campaign for implementation of relevant laws/policies especially in selected sectors especially education.	Field Experts. Government	• Increased awareness regarding corruption in selected sectors	2017
3.1.2. Identify advocacy partners and build their capacities.	CSOs, Media, Students, Teachers	• Target group gain more awareness and tools for addressing anti-corruption activities	2017–2018
3.1.3. Carry out media and advocacy campaigns.	General Public	• Increased sensitization of citizens regarding anticorruption reforms	2017–2020
3.1.4. Pursue modification of rules (of respective organizations) to address corruption.	Legislatures, Government, Media, General Public	• Government Department follow rules/law • Affected population report incidents of corruption	2017–2020

Objective 3.2: Compliance with UNCAC, NACS and TI PAKISTAN-introduced changes/reforms monitored and reported:
   a) Carry out gap analysis of implementation of NACS

	Activities	Target Group	Results	Time Frame
3.2.1	Organize stakeholders' conferences on implementation of NACS.	Government, Public & Private Sector, CSOs, Media. NAB, Field Experts	• Increased mobilization of stakeholders for the implementation of NACS	2018
3.2.2	Form working groups to gather data from various stakeholders.	Government, Public & Private Sector, CSOs, Media. NAB, Field Experts	• Data gathered for detailed analysis	2018
3.2.3	Analyse and disseminate data and prepare recommendations for specific sectors.	Government, Public & Private Sector, CSOs, Media. NAB, Field Experts	• Gaps identified compared to NACS 2002 • Recommendations developed for NACs 2015	2018

b) Prepare and disseminate shadow report on implementation of UNCAC conventions.

	Activities	Target Group	Results	Time Frame
3.2.4	Gather/collect information of steps taken by Govt.	TI-Pakistan, Experts from different Fields, NAB	• Gaps in implementation of UNCAC identified	2017
3.2.5	Prepare shadow reports and disseminate amongst stakeholders.	Government, Media, General Public	• Increased awareness on implementation of UNCAC conventions • Recommendations formulated for Government to comply to UNCAC	2018–2019

c) Carryout national corruption perception surveys (annually).

	Activities	Target Group	Results	Time Frame
3.2.6	Review and strengthen NCPS design and methodology.	Federal, Provincial and Local Governments	• NCPS made more effective and goal oriented	2017
3.2.7	Conduct annual surveys – in all provinces and AJK.	Federal, Provincial and Local Governments, General Public	• Perception about the most corrupt sectors identified	2018–2020
3.2.8	Disseminate findings to all stakeholders.	Federal, Provincial and Local Governments , NGOs, Civil Societies, Media	• Increased awareness regarding NCPS achieved • Government takes step to curb corruption in different sectors	2018–2020

d) Gather data/info from supported institutions regarding their compliance with PPR 2004.

	Activities	Target Group	Results	Time Frame
3.2.9	Monitor departmental and PPRA websites, print-media, etc. to spot discrepancies in public procurements and advise respective organizations to rectify, and report to PPRAs/Govt.	Public Procuring agencies, Government, Regulatory Authorities Media	• Decreased rate of violations against PPRA rules	2017–2020
3.2.10	Follow up with respective organizations for remedial measures/corrective action.	Public Procuring agencies, Government, Regulatory Authorities, Media	• Decreased rate of violations against PPRA rules	2017–2020

Objective 3.3: Advocate for passage and strengthening of freedom of information and whistle blower protection law at federal and provincial levels.

	Activities	Target Group	Results	Time Frame
3.3.1	Advocate Government for implementation of RTI Laws	Legislatures, Federal and Provincial Government. Media	• Increased public awareness about RTI laws • Balochistan and Federal Government enacts RTI law	2017–2018
3.3.2	Review existing laws and constitutional rights, and develop simplified info material for public awareness.	Legislatures, Federal and Provincial Government, Media	• Increased awareness of a common man about his constitutional rights Whistle-blower protection law enacted	2017– 2018
3.3.3	Advocate Government for implementation of Whistle-blower Protection Act	Legislatures, Federal and Provincial Government, Media	• Whistle-blower protection law enacted	2017–2018

Strategic Priority 4: Values
Justice, rule of law, transparency, accountability, integrity and impartiality

Context: *Our work with people, laws and institutions must be underpinned by behavioural change – by a greater commitment to integrity by both current and future generations. A priority will be to develop and implement programmes to promote integrity in youth, of today and tomorrow.*

Goal 4: Promoting integrity in current and future leaders of Pakistan.

Objective 4.1: Ethics and core values disseminated.

Activities	Target Group	Results	Time Frame
4.1.1. Develop and publish outreach material for dissemination.	Youth, Political Parties	• Increased awareness regarding core values	2017 – 2020
4.1.2. Engage youth through social media, public service messages, and focused outreach campaign.	Youth, Media, Civil Society, Political Parties	• Increased awareness regarding core values	2017 – 2020
4.1.3. Identify support partners to carry messages to youth.	Grass root CBOs/NGOs CSOs,	• Network to disseminate core values among youth established.	2017 – 2020

Objective 4.2: Children, youth and adolescent motivated to promote principles of integrity.

Activities	Target Group	Results	Time Frame
4.2.1. Seek support of the education ministries, academicians, etc. Identify partners in education institutes and organize lecture series in academic institutions; establish and promote youth clubs in academic institutions.	Youth, Educational Institutions	• Network of Youth Clubs established • Increased awareness against corruption at school and university level.	2018–2019
4.2.2. Advocate for inclusion of integrity principles in educational programs or system.	Federal and Provincial Education Ministries, Educational Institutions	• Government includes subject on ethics in the curriculum • Increased awareness against corruption at school level.	2018– 2019
4.2.3. Organize seminar, conferences, street theatres, walk-a-cause, competition, etc. as part of outreach campaigns.	Youth, General Public, CSOs, CBOs	• Youth make alliances to fight corruption • Increased awareness against corruption at school and university level.	2017– 2020
4.2.4. Conduct Youth Integrity Surveys	Youth	• Policies developed to promote principles of integrity	2019–2020

Strategic Priority 5: Organization
Development of internal capacities and structures, and ensuring long-term sustainability.

Context: *In order to pursue their objectives and long-term mandates, organizations need to be able to establish themselves in terms of internal capacities, systems and controls, to be able take on the challenges that ensue in their pursuit of their objectives.*

Goal 5: **TI Pakistan regarded a focal point for transparency and anti-corruption measures.**

Objective 5.1: Systems and capacities of TI Pakistan enhanced to implement the program.

Activities	Target Group	Results	Time Frame
5.1.1. Improve geographical spread by creating key representation in all provinces.	Grassroots partners and NGOs	• Wider network of anti-corruption developed • Improved advocacy campaigns	2017 – 2020
5.1.2. Review internal policies and procedures, such as Human Resources, Organizational Structure, Procurement, Training, etc., with a view to bringing them at par with other similar organizations.	TI Pakistan Board/management, Staff	• Organization becomes more efficient • Improved working capacity of the employees	2017 – 2020
5.1.3. Develop a Resource Mobilization Plan.	TI Pakistan Board/management, Staff	• Organization becomes sustainable	2017
5.1.4. Invest in TI Pakistan human resources through means of training and career development.	TI Pakistan Management, staff	• Improved working capacity of the employee	2017 – 2020
5.1.5. Enhance the Board's contribution towards TI Pakistan's growth in the next 4 years.	TI Pakistan Board	• Anticorruption efforts will be improved and strengthened	2017-2020
5.1.6. Participate in national and international fora for networking, project opportunities and learning.	TI Pakistan	• Improved working capacity of the employee • Target group will learn more lessons and improved working capacities and ideas • Shared best practice will improve learning	2017 – 2020
5.1.7. Enhance chapter membership	TI Pakistan	• Strong anticorruption efforts established	2017 – 2020
5.1.8. Develop a communications and Evaluation strategy.	TI Pakistan staff	• Improved communication with the stake holders	2017-- 2018

12.0 Mobilizing Resources – Charting the Way Forward

This Resource Mobilization Plan has been developed keeping in view the funding challenges that TI Pakistan faces; and therefore aims to mobilize the funds required to support TI Pakistan initiatives and activities planned for the next 4 years in its strategic plan 2017–2020. Below are some of the strategies that we will us to expand our resource base in order to meet the activities outlined in this Strategy 2020.

Elements of Strategy	Description of Actions	Result
A. *Reach out and engage a broader range of and new emerging donors; coordinate closely with relevant partners and expand partnerships*	• Document and monitor trends in the donor priorities and share information with all the programs of TI Pakistan • Build deeper understanding of the donor priorities, focused on determining their annual, political, financial and country plans • Undertake joint projects with traditional donors with the objective of establishing new donor relationships such as those in emerging markets • Participate in conferences, workshops, seminars, donor meetings (wherever possible) in order to promote TI Pakistan's work	Deepened partnership with the current donors
B. *Significantly raise awareness among policy makers, and the general public of the TI Pakistan's contribution in combating corruption in Pakistan*	• Develop a comprehensive marketing communication strategy based on concrete success stories • Develop a related set of communication guidelines for staff in all programs to assist them in engaging in communication activities related to resource mobilization.	Strengthened communication with external audience

C. *Encourage TI Pakistan's traditional donors to move from a project based funding to multi-year agreements wherever possible*	• Develop new frameworks for multi-year and/or multi-donor longer term and less conditioned funding and joint programmes • Develop a programme of recognition for the donor and its suitability to the donor's intended objectives and goals	Donor base broadened
D. *Pursue complementary sources of funding to cover potential gaps in TI Pakistan's finances.*	• Expand financial support base by applying for various grants and contracts available. This will require scanning newspapers, donor websites, international tender websites etc. for possible tenders and RFPs for grants and contracts relevant to TI Pakistan • Build capacity of the existing staff through trainings to equip Program officers with the skills required to apply for small project grants. This will require investment of time and may require additional financial resources.	Donor base diversified
E. *Present Impact Focus Areas through annual donor forum*	• Introduce annual or biannual donor forums where key donors to serve as a platform for highlighting the need for donor participation in keeping alive the TI Pakistan mandate. • Disseminate to potential donors TI Pakistan Services– perception surveys, research work by TI Pakistan, capacity building on procurement, fraud awareness and detention, etc.	Enhanced recognition and appreciation of the TI Pakistan's work
F. *Expand TI Pakistan research expertise*	• Set up a more expanded unit of Research that conducts research studies that are commissioned by donors, government and NGOs.	Research capabilities and financial base expanded

G. *Build TI Pakistan's Capacity for In-house Action*	• Establish a resource mobilization team • Use the Board of Governors and other Stakeholders for raising funds • Leverage resources and opportunities for funding through organizing shows, musical events, dinners, conferences, debates, theatres, and walk-a-cause	TI Pakistan Board and other relevant staff involved in the fund generation.

13.0 Institutional Risk Matrix – Risk Assessment

POLITICAL THREATS		
Possible areas of risk	**Likelihood**	**Risk mitigation**

Defamation campaign by those affected by TI Pakistan's work against corruption	High	• Counter campaign through
		
		  ➢ Legal action if required
		  ➢ Solidarity with likeminded stakeholders
		  ➢ Open communication with partners in the field
		
		• Implement TI Pakistan's communication strategy to rigorously disseminate information about our activities and impact to the public
		
		• Open communication with the main media channels, press and investigative journalists to reduce false reporting

PROGRAM RELATED RISKS		
Pressure on TI Pakistan's stakeholders and employees not to work with TI Pakistan	Medium	• Developing relationships based on mutual understanding and trust with stakeholders • Broadening TI Pakistan's network of coalition partners and supporters • Constant communication with stakeholders, informing them of our activities • Sign MOUs with government institutions, public and private sector organizations • Invite high achievers, former government officials and business personalities to join TI Pakistan membership and advisory committees.
Adverse perception	Medium	• Projection of apolitical image • Incorporate local needs in program design and activities

FINANCIAL RISKS		
Inability to financially sustain TI Pakistan's activities	High	- Develop programs for local fund mobilization - Develop Resource Mobilization Strategy - Fund mobilization to cover human resource and administration cost - Restructuring TI Pakistan to accommodate funds limitations

14.0 Organization Structure

Overview

An organization structure typically represents the hierarchical order of lines of authority, communications, rights and duties of an organization. The structure determines how the roles, power and responsibilities are assigned, controlled and coordinated, and how the information flows between different levels of management.

This structure depends on the organization's objectives and strategy. Depending on the business objectives and strategy of a company, it may choose to have an organization structure which is a mix of centralized and decentralized structure.

In designing and proposing a revised organization structure for TI Pakistan in line with its chosen strategy, besides the above-mentioned factors and understanding of the challenges facing TI Pakistan, the following key factors have been taken into consideration:

- Linked to a business plan and driven by a leader's vision.

- Reduce reporting burden to a manageable direct reports.

- Ensure major key functions/positions are included and at right level.

- Reporting lines clearly defined.

- Facilitates decision-making and communications.

- Minimal number of layers.

This report contains the proposed overall organization structure for TI Pakistan at the top level.

Proposed Organization Structure – TI Pakistan
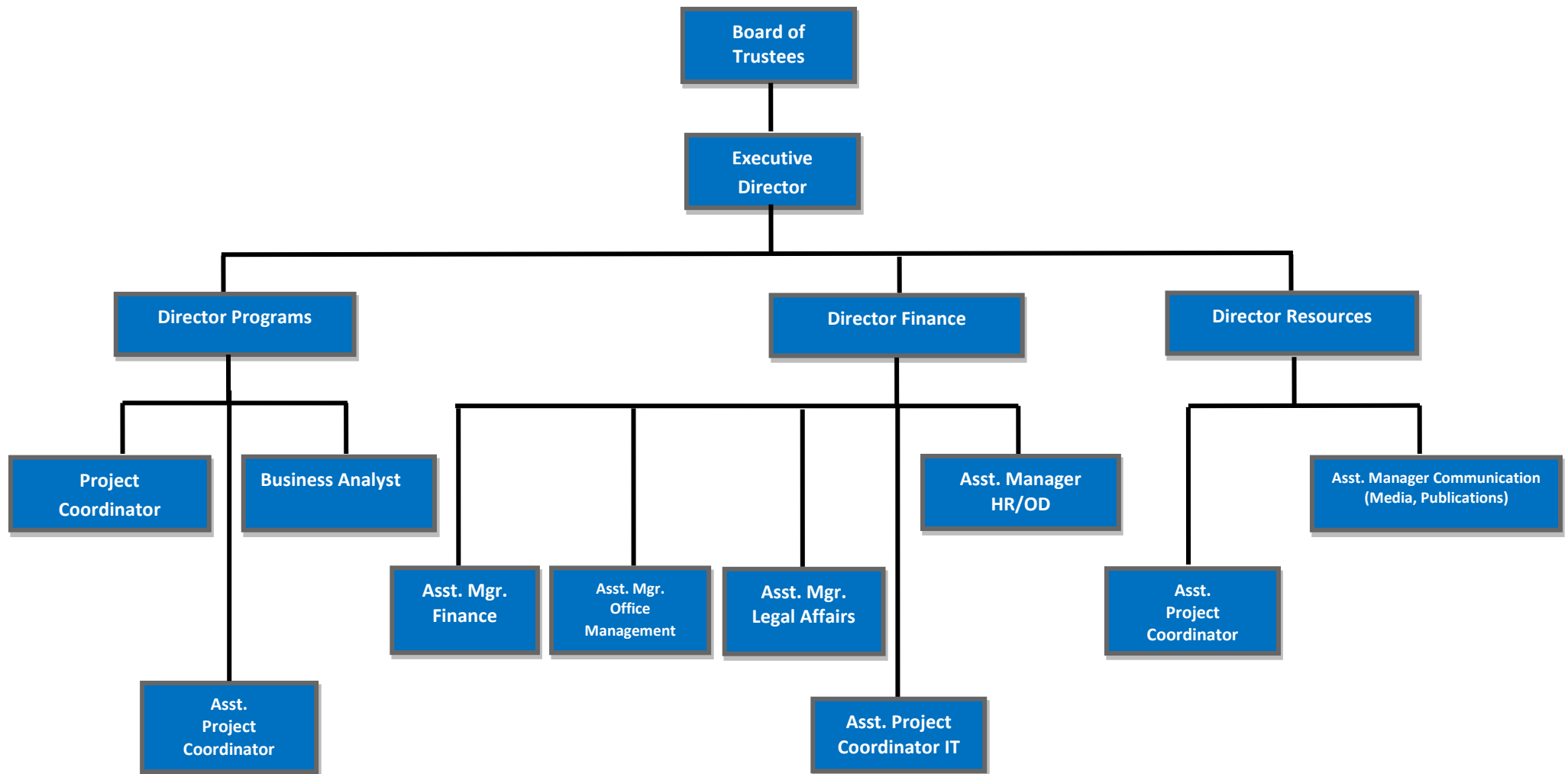
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